

PROPOSED

STRATEGIC PLAN

MISSOURI WORKFORCE INVESTMENT

BOARD

OCTOBER 1, 2008

REVISED DRAFT 2/4/10

Vision of MoWIB

The Missouri Workforce Investment Board will provide leadership for workforce development in Missouri based on data-driven decision-making and system accountability.

Mission of MoWIB

The mission of the Missouri Workforce Investment Board is to provide policy guidance and leadership to advance an integrated, demand-driven workforce and economic development system.

Strategic Goals

I. **Access.** To connect all Missourians with lifelong economic success.

Strategy 1: Develop a methodology to clearly identify workforce demands and requisite skills on an ongoing basis.

Action 1: Relying on MERIC's network, to collaborate with its workforce partners to present a recommendation to MoWIB for an appropriate methodology.

1. On-going through MERIC

Action 2: At each MoWIB meeting, include a status on the most current economic trends and issues.

Strategy 2: Support activities to help attract and retain talent in the state.

Action 1: Using data developed from Strategy 1 identify and agree on targeted, high growth occupations.

1. MERIC will provide data identifying targeted, high growth occupations for Missouri by the April MoWIB meeting and as needed thereafter; MERIC will also provide regional analysis to the Local Workforce Investment Boards (LWIBs) on-going.

Action 2: Recommend or help identify incentives to attract the high growth occupations identified in Action 1.

1. TBD after receiving information from Strategy 2, Action 2.

Strategy 3: Promote continuous preparation of prospective and current workers to achieve lifelong learning.

Action 1: Increase accessibility to education and training opportunities.

1. *Training for Tomorrow*, community college competitive \$12 million grant should increase accessibility, will request grant recipient to make presentation to MoWIB of grant usage and results for job placement.
2. Support certificates and industry-based credentials, as well as two-and four-year degrees leading to employment.

Action 2: Identify and develop new private and public partnerships to enhance opportunities, job readiness and employee retention.

1. Obtain information from DWD Industry Training on current partnerships.
 - a. Jobs For Missouri Graduates: Drop-out prevention and workforce preparation program for at risk youth delivered in classrooms through support of school and business partnerships. (Not industry training)
 - b. Customized Training Programs: funded by Missouri Job Development fund; training program that provides assistance to existing companies that have made a substantial capital investment or companies establishing a new location in Missouri. Operated by community colleges. See list of projects funded and local project coordinator list.

- c. New Jobs Training Program: Training program targeting companies creating a substantial number of new jobs. Community College operated. See list of projects funded and contact list.
- d. Job Retention Training Program: Targets companies making a large capital investment and/or at risk of leaving the state. Reduces the cost associated with retraining an existing workforce and is designed to assist businesses with retaining a substantial number of jobs. See list of projects funded and contact list.

2. Other activities TBD.

Strategy 4: Remove barriers to accessing economic success.

Note: Contacted LWIBs and committee members to identify internal and external barriers. Matrix is attached with results. A one day conference was held on the UMC campus on March 2, 2010 sponsored by DHE and MU to identify major barriers to college access. MoWIB staff attended and we will continue to provide information to the committee as becomes available over the next year.

- Action 1: Identify internal barriers.
- Action 2: Identify external barriers.
- Action 3: Research best practices
- Action 4: Recommend appropriate actions and monitoring system.

Current DWD monitoring system includes:

MoPerforms – a decision support tool allowing DWD to view and analyze data from customer databases. Can be sorted by workforce program as well as local region.

JobStat process – JobStat state staff provides guidance to local JobStat reps on ways to identify improvement opportunities. Staff examines multiple pieces of information by comparing local region information with other regions, state as whole or other states. **Regular meetings of**

JobStat staff and reps allow best practices to be identified and determined (See Action 3)

Continuous Improvement Reviews (CIRs) – CIR program oversight process employs monitors to assess information from the database management system to ensure regional compliance and performance. Integrated compliance system from most of the workforce programs.

Action 5: Identify funding and funding sources required to meet the needs identified. (TBD)

- II. **Alignment.** Align complimentary measures of workforce development activities currently distributed among partners in education, economic development, workforce development, community development, and other partnerships.

Strategy 1: Review missions, policies and procedures of partner/stakeholders organizations to identify barriers and encourage alignment of workforce development activities.

Action 1: Initiate an interagency effort to identify strengths, redundancies, and barriers.

1. Review mission and vision for each state partner and LWIB.
2. Review Strategic plans/direction.

Action 2: Use the policy and procedures review findings to make policy recommendations to support program collaboration.

1. TBD

Action 3: Identify and inventory current public funding streams to evaluate alternative strategies of fund utilization that increase efficiency and maximize return on investment (soft and hard dollars) spent for workforce development.

1. TBD

Action 4: Actively engage industry stakeholders to determine their training needs and identify potential partnerships with training providers.

1. Survey businesses to identify and define the training needs of the business community and assess the effectiveness of existing training efforts. Working with DWD to obtain info.
2. John Gaal note 3-9-10: The survey and data collection needs to be performed by a 3rd party to avoid conflicts-of-interest.
3. Survey providers to become clearer on what and how they provide and how they define themselves (e.g. some education providers consider themselves purely academic and shy away from the workforce/career building label even though they receive workforce dollars).

Action 5: Promote customized education and training opportunities between the business community and workforce stakeholders.

1. Support industry training. Work with DWD and Community Colleges to obtain more information on Industry training (Customized Training, New Jobs Partnerships and Job Retention Training Program, Jobs for Missouri Graduates)
 - a. Information on customized education and training currently in place and availability. (see above)
 - b. Identify existing partnerships with business. (see above)

Action 6: Support programs for populations with special needs, i.e., at-risk youth, dislocated workers, mature workers, prisoner re-entry, individuals with disabilities, etc. (NOTE--YOUTH COUNCIL ASSIGNMENT)

1. MoWIB members will actively support, through participation, initiatives for special need

populations such as Missouri Veterans Programs (Vets), Jobs for Missouri Graduates (Youth), Missouri Reentry Program (Ex-Offenders) and other self-sufficiency programs

- a. Prisoner Re-entry—Open to hiring offenders upon release. Become involved in the statewide local networks which meet to discuss ways to offer support and employment to those being released. Employment is valuable to reducing the return to crime and prison.
2. Staff is currently identifying other programs for special need populations.

Action 7: Support curricula alignment among educational levels and with industry standards in conjunction with others.

1. Identify curricular alignment currently existing from DHE and DESE with/between 2-year and 4-year institutions as well as any other training providers. Requesting curricular alignment agreements in place from DHE and DESE.

Strategy 2: Review the philosophies of partner agencies to ensure a common vision for the workforce development system.

Action 1: Conduct resource mapping of current funding streams to identify public and private training resources available in the state.

1. TBD through survey and resource matrix.

Action 2: Assess the visions of workforce partners to identify similarities and differences, keeping in mind that federal funding sources identify the purpose, goals and scope of the programs to be provided.

1. TBD....see Strategy 1.

Strategy 3: Identify best practices, quality programs, and innovative approaches that can be implemented across Missouri and

result in increased collaboration and integration of workforce development activities.

Action 1: Staff will assist the Board in the identification of those practices on an on-going basis, as relevant to the Board's direction, and provide to MoWIB.

1. TBD, on-going. One source of information will be from the State Chair meetings.

Strategy 4: Build internal capacity to identify and utilize alternative federal, state, and local funding sources to advance workforce development activities.

Action 1: Encourage participation in on-going entrepreneurial initiatives while being supportive of continued new efforts.

1. Contact the Small Business Administration and DED's Division of Business and Community Services for assistance.

- a. Contact information obtained, staff will pursue additional information.

Action 2: Identify potential leads for funding and distribute to LWIBs for further consideration for enhancement of local goals.

1. TBD

III. **Accountability.** Support a system for accountability and continuous sustainable improvement that focuses on quality, return-on-investment and transparency.

Strategy 1: Develop a scorecard to measure progress and inform practice.

Action 1: Create and identify scorecard measures including a comprehensive financial picture and trend analysis on a quarterly basis.

1. In conjunction with DWD and LWIB directors and service providers, develop a basic common

list of services and measurable that are consistent for all LWIBs.

2. In conjunction with DWD and LWIB directors and service providers, develop a list of locally specific services and measurable that are provided in a manner dependent on the demographic and economic situation in each local area. A portion of this task includes the development of a consistent terminology for their services.
3. Survey all LWIBs and selected service providers to gain feedback on the overall scorecard system prior to implementation.
4. Include assessments of clients and any changes in performance to indicate developmental activities for the local WIBs.
5. After completion of the development, implement and monitor the new system through MoWIB on a quarterly basis.
6. Develop a scorecard based upon Next Generation Career Center (NGCC) integration model performance measures.

Action 2:

Support the identification and definition of indicators; setting of benchmarks, and management practices

1. Obtain LWIB specific data from MERIC on a quarterly concerning economic conditions and jobs available in each LWIB area.
2. Match the MERIC LWIB area specific data with WorkKeys assessments on a quarterly basis to match potential employees with potential employers.
3. Utilize MERIC LWIB specific data to correlate with LWIB placement and income statistics on a quarterly basis. Where LWIBs exceed MERIC indicated economic growth, determine best practices that could be shared with those LWIBs not meeting MERIC economic indicators.

Action 3: Identify criteria for a “pay for performance” system.
1. Other TBD, tied to creating the Scorecard to measure performance.

Action 4: MoWIB staff has requested from the LWIB Directors organization (TEAM, Training and Employment Administrators of MO) to identify a liaison person to work with MoWIB to assist the Board in the Accountability area as many of the actions involve contact or information from the LWIBs.

IV. **Awareness.** Create a sense of urgency by communicating what MoWIB is and its responsibilities through effective communication, brand identification and awareness.

Strategy 1: Develop a communication plan for both internal and external customers.

Action 1: Develop a communication plan by July 29, 2010.

1. Plan to include MoWIB quarterly e-News publication, Annual Report, Workforce System Information (matrix). Also provide communication support to committees regarding surveys and other communication needed to facilitate actions and strategies.

Action 2: Assist with implementation of a branding initiative (of the Workforce System). Promote the public workforce system (career centers) versus other private employment support systems (staffing agencies, etc.). Use Board members as a selling tool. Determine target audiences and most appropriate means to access businesses, job seekers and public officials.

Action 3: Engage partner agencies to deliver a common message in support of the workforce system.

TBD, refer to Strategy 2, Action 3.

Action 4: Promote the value of certificates and industry-based credentials, as well as two- and four-year degrees.

Support efforts in conjunction with the Access Committee.

Action 5: Publicly recognize significant workforce successes.

1. Information received from LWIBs through information either submitted to or presented to MoWIB, including information submitted through MoWIB e-News.

Strategy 2: Educate the legislature and other potential funding sources regarding the importance of investment in improvement of the workforce system.

Action 1: Establish opportunity for MoWIB members to engage with legislators.

1. Through contact with Legislators provide information on MoWIB and the workforce system.

Action 2: Communicate information from resource mapping on funding streams to stakeholders to enhance knowledge and funding support for the workforce system.

1. TBD

Action 3: Determine success measures for effectively connecting with target audiences as measured by the Scorecard; refer to Accountability, Strategy 1, Action 1, #6.

1. Need to define “target” audiences (Public Officials, LWIBs, Businesses, Job Seekers, etc.). Refer to Strategy 1, Action 2.
2. Increase in job placement and training including OJT.
3. Increase in business participation in Workforce System.
4. Scorecard

Action 4: Support the sharing of information between government agencies and other stakeholders.

1. On-going at MoWIB meetings and through various means of communication such as e-News.

Strategy 3: Communicate the vision and work of the Missouri Workforce Investment Board to the local WIBs to assure their local activities align with the statewide framework.

Action 1: On an annual basis, each LWIB will report its successes and challenges to MoWIB.

1. On-going reports.
2. Working on LWIB Directors liaison/resource for MoWIB.

Action 2: Staff will identify the visions and missions of each LWIB to enhance further understanding and cooperation.

1. Matrix completed in conjunction with Alignment committee.